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Effective e-Governance for Good Governance in India

N. S. Kalsi*, Ravi Kiran** and S. C. Vaidya***

The rapid development, deployment and proliferation of the new and emerging information and communication technologies (ICTs) herald new opportunities for growth and development in countries around the world. Governments worldwide are seeking to harness the potential offered by these new technologies to create new dimensions of economic and social progress. The present paper discusses the need for transformation from traditional governance to e-governance. In addition, it tries to focus on the factors for good governance. This paper specifically addresses the e-government initiatives that have a direct impact on the citizens and in which the citizens derive benefit through direct transactions with the governmental services.

Field of research: e-Governance, Information and Communication Technologies (ICT)

1. Introduction

E-Government is not just “electronic” government. It is “enabled” government, the government that delivers different and better programs and services. E-Government is about people: new skill sets, mindsets and leadership approaches. It will transform how public servants work, relate to each other, do business, and engage citizens and others. E-government is a process that requires a sustained commitment of political will, resources and engagement among the government, private and public sectors. However, if e-government practitioners ask and answer the following ten questions outlined in the Roadmap, they potentially can develop a system of e-government that not only makes current government practices more efficient, but also transforms the very relationship between the public, the private sector and government. e-government is more about government than about “e”. It enables better policy outcomes, higher quality services and greater engagement with citizens. Governments and public administrations will, and should, continue to be judged against these established criteria for success

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A Shared Vision of Stakeholders for leveraging the use of Information and Communication Technologies for delivering Good Governance will be evolved through the “Participatory Stakeholder Assessment” (PSA) and its weighted analysis. Critical gaps in the existing policy framework and priorities set by the Government would be identified. For fulfilling this shared vision a Strategic Policy Framework of Generic nature would be proposed. An e-Governance Road map for Good Governance including accelerated social and economic development would be evolved through a consultative/ discussion process with stakeholders by critically evaluating the important parameters

The present research would attempt to identify and establish linkages between the factors responsible for creating a conducive environment for effective/ successful implementation of e-Governance in a Multidimensional Matrix/ space and factors relating to Good Governance, e-Governance Issues & Challenges, demography, economy, geography, culture and others, especially in the Indian context. The study proposes to use both primary and secondary sources of information. The notified policies, reports and published research work would be used in the study as a secondary source of information. The present research is an attempt to identify and establish linkages between the factors responsible for creating a conducive environment for effective/ successful implementation of e-Governance and factors relating to Good Governance, e-Governance Issues & Challenges. The paper focuses on the frequency of use of the Services, and Priority for improving the service through Computerization/ use of IT/ E-Governance.

2. Review of Literature

A review of literature is essential to have a bird's eye view of the finding of other academic researchers. It helps to familiarize with the work that has been done in that area, eliminates the possibility of unnecessary duplication of efforts and helps improvising a valuable information on research techniques. A brief resume of researches conducted and related to the present study has been presented under the following heads:

- e- Governance and Good Governance
- e- Governance Initiatives in India

2.1 E-Governance and Good Governance

A lot of Studies have been conducted in developed as well as developing countries to assess the parameters leading to good governance. A brief review of some of these studies along with research gaps have been is given below:

Richard Heeks (2001) studied the effect of new information and communication technologies and how it can make a significant contribution to the achievement of good governance goals. The paper outlines the three main contributions of e-governance: improving government processes (e-administration); connecting citizens (e-citizens and e-services); and building external interactions (e-society). Case studies are used to show that e-governance is a current, not just future, reality for developing countries. However, most e-governance initiatives fail.

Countries therefore face two challenges. First, the strategic challenge of e-readiness: preparing six identified pre-conditions for e-governance i.e. Data Systems Infrastructure, Legal Infrastructure, Institutional Infrastructure Ready, Human Infrastructure, Technological Infrastructure, and Leadership and Strategic Thinking. Second, the tactical challenge of closing design-reality gaps: adopting best practice in e-governance projects in order to avoid failure and to achieve success.

The study further elaborates new systemic approaches to information systems (IS) to the heart of reform. A central role for ICTs, as governance becomes and recognised as more information-intensive, ICTs become an essential part of more governance initiatives. ICTs are also recognised as a key lever to change. They are no longer isolated on the sidelines. An integrated role for ICTs, e-governance means using ICTs as servants to the master of good governance. ICTs are no longer seen as an end in themselves and they are seen to work only as part of a wider systemic 'package'. Overall, then, e-governance is the ICT-enabled route to achieving good governance.

Leading governments are emphasizing the need for their eGovernment programs to deliver an earlier return on their investment, through greater service effectiveness for their customers or increased internal efficiency. e-government has shown improvements over the previous year. Every region of the world has improved its e-government performance on nearly every indicator. However, there are continuing problems in the areas of privacy and security that need to be addressed. Government's ability to improve service delivery to other governments, employees, citizens and businesses is directly attached to government's ability to effectively collaborate across organization, processes and IT systems.

Roumeen, Islam (2003) explored the link between information flows and governance with the objective to examine how the availability of information may affect governance. Specifically, it looks at (a) how the availability of basic economic data affects governance and (b) how the legal framework governing access to information might affect the quality of governance. Empirical analysis showed that countries which have better information flows as measured by both indicators have better quality governance. Regions where the media have a greater reach were also the areas where voters were more informed about political choices and able to cast votes accordingly. They need timely information on decisions related to various aspects of government activity, on how these decisions will be implemented, information on the consequences of these decisions and the process through which they are reached.

This paper examined how the presence of Freedom of Information (FOI) laws may affect how countries govern. The purpose of all such laws is to define a framework for the sharing of information. Economic theory tells us that information is needed to make sound economic and political choices, to monitor agents and reward or punish accordingly. Better availability of economic data and the ability of people to demand and receive the information they need is highly correlated with governance. Governments that do not produce, organize and share information will be hampered in policymaking. Good policy making requires up-to-date information on the economic situation and also the sharing of information for better coordination, analysis and monitoring.

It is well established fact that improvements and legitimacy will only be delivered if two things are in place. First, the strategic e-readiness infrastructure, especially the leadership and integrated vision on which e-governance depends. Second, the tactical best practices that are needed to close design-reality gaps and to steer e-governance projects from failure to

success. Through various case studies, it is found that most e-governance initiatives that are begun currently fail. Surveys of e-governance initiatives are incredibly rare; a shortcoming that needs to be addressed. Even donors, who should be committed to monitoring and evaluation, rarely seem to produce reports. From the material that is available, two main types of e-governance failure can be identified. In some cases, there is the total failure of an initiative never implemented or in which a new system is implemented but immediately abandoned. Alternatively, there is the partial failure of an initiative in which major goals are unattained or in which there are significant undesirable outcomes. One type of partial failure that particularly seems to affect e-governance initiatives is the sustainability failure of an initiative that succeeds initially but then fails after a year or so.

Mohammad Shakil Akther et al (2007) in their study on an e-government project in Bangladesh highlight that most e-government projects within developing countries employ high-technology intervention whereas citizens are not ready for this. There are successful projects which took low end route. This paper examines one such project to find out the reasons behind its success. The research concludes that stakeholders' participation is the driving factor for success. The major issue is not IT, but an understanding between the citizen population and their complimentary governmental entity, which acts as the critical factor for triumph in e-government. Due to the active participation of stakeholders, both the birth registration and immunisation rate have increased where concurrently other unforeseen benefits were realised; such as image enhancing of public and elected officials, use of data for school enrolment and decision making for vaccine management for society as a whole.

Saxena, K.B.C. (2005) is of the opinion that E-governance initiatives in most countries promise a more citizen-centric government and reduce operational cost. Unfortunately most of these initiatives have not been able to achieve the benefits claimed. Often the reason for this failure is a techno-centric focus rather than a governance-centric focus. The paper explores the necessary attributes of a governance-centric initiative under the banner "excellent e-governance" (e2-governance), and describe a methodology for ensuring such excellence in e-governance implementations. Excellence (or governance-centricism) in e-governance requires the initiative to be effectiveness-driven and not merely efficiency-driven. This will require the initiative to be led by a "good governance" driven goal/purpose: additionally, the initiative must be outcome-focused.

The study by F. Corradini, et al (2007) highlights that Digital identities, profiles and their management enable online interactions and transactions among people, enterprises, service providers and government institutions. In this paper, after having examined the European identity management policies, they explain the differences between digital identity and digital citizenship and introduce digital credentials and also discuss how an identity management framework, composed by shared and standardised services supporting authentication procedures, can change within the e-Government domain. The paper concludes by outlining future trends and the potentiality of the extended digital identity in both public and private sectors. Within an e-Government's domain it is possible to enforce the identity Management framework in a more specific way. The paper also discussed current and foreseeable trends for identity management along with an analysis of important issues and requirements. The study introduced a model of an identity management framework and discussed some of our past and current research activities in this area.

The study by Danish Dada (2006) provides a review of academic literature on the failure of e-governance in developing countries. Drawing from extensive research on the topic conducted by Richard Heeks, the paper suggests that there exist wide gaps between the current reality in developing countries and the future of e-governance systems. These gaps could be classified into three types: a hard-soft gap, implying a gap between the technology and the social context in which it is applied; a private-public gap, suggesting that what works in the private sector may not work in the public sector; and a country context gap, that arises from the application of the same e-governance systems for both the developing and developed countries. The paper recommends that administrators in developing countries must assess the situation at hand before implementing e-governance. e-governance, that has the benefit of providing clear cut, transparent, interactive, easy to implement and just solutions (in dynamic mode) in the quickest possible time frame.

2.2 E-Governance Initiatives in India

The government in India has been continuously endeavoring to provide citizen services in a better manner. There have been several successful initiatives and many noteworthy projects have been undertaken in various states of India. The present work tries to study the various e-government projects across India with a view to explore the natures of implementations of these projects, benefits imparted from them to citizens. Some of the successful initiatives are: Gyandoot, e-seva, SETU and SUDA. The first such project to gain prominence is Gyandoot in the state of Madhya Pradesh. Gyandoot, arguably, has more services under its ambit than other projects. Gyandoot is an intranet connecting rural cyber cafes catering to the needs of citizens. The present scope of the project is limited to land records and the immediate needs of the citizens that can be fulfilled at local government level. The success of the Gyandoot project is due to: Single window facility for the citizens to avail the information, Empowerment of citizens, a model for public – private partnership in providing the e-governance service to the citizens and for facilitating entrepreneurship among the rural mass through ownership of the information kiosks.

To develop the area in a well-planned manner, Suda was formed in Jan, 1978 under Gujarat Town Planning and Urban Development act - 1976, which covers SMC and 722 km area of 148 villages surrounding SMC. To provide the public amenities like water supply and underground drainage to the areas under SUDA jurisdiction, SUDA has assigned the experts a task to prepare report on such works. Under the Gujarat Town Planning and Urban Development Act, 1976, Suda needs to revise its development plans every decade. In order to follow this, SUDA reviewed the future requirements of 2011 and prepared revised the development plan and presented to the government on Feb, 29, 1996 for its approval. SUDA is involved in overall development of Surat. Thus SUDA plays an important role in the overall future development.

E- Sewa is the first major initiative in the country to employ information technology as a tool to improve services for citizens. The Andhra Pradesh government launched the e-sewa programme to provide integrated services to citizens of the state. The e-sewa center is a one-stop-shop for more than 30 government-to-consumer (G2C) and business-to-consumer (B2C) services. From payment of electricity, water and telephone bills to the issue of birth and death certificates, permits and licenses, reservation of bus tickets and receipt of passport applications, the e-sewa centers offer a wide range of services under one roof.

Internet services like Internet-enabled electronic payments, downloading of forms and government orders and filing of applications on the Web are also offered. The e-sewa centers

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function seven days a week. E-sewa is an extension and renamed version of “Twin Cities Network Services Project” (TWINS), which was launched in November 1999 to focus on the twin cities of Hyderabad and Secunderabad.

SETU (meaning “Bridge” in local language) or the Citizen Facilitation Centre has been set up by government of Maharashtra in the city of Aurangabad (population 1 million approx) as a one-stop service centre for citizens who have to visit government offices for certificates, permits, authentication, affidavits and other services. The Centre attempts, through the use of ICT, to reduce the visit of citizens from one office to another and prevent the functioning of touts while providing greater transparency, accessibility and efficiency to the procedures in decision-making. Key stakeholders are the general public, especially farmers, laborers, small entrepreneurs and students who require certificates and permits. Other stakeholders are the NGO, and government officials. SETU can be adjudged a partial success at present. The Centre has been successful in introducing transparency into official procedures, and in increasing the efficiency of the delivery mechanism for completed applications. However, the constraint is in preparing a complete application, since it requires the support of many documents that are issued by other offices at lower (sub-district or block or village) level and these offices still have the old procedures. It is not possible to comment on the efficacy of SETU since only the top end of the process chain has been impacted.

In the state of Kerala in South India, FRIENDS (Fast, Reliable, Instant, Efficient Network for Disbursement of Services) centers provide a one-stop, front-end, IT-enabled payment counter facility for the government payments to be made by citizens. FRIENDS is a front-end solution now i.e., it is a counter automation as opposed to a process improvement project, since the back-end computerization is yet to be completed. The counters are equipped to handle approximately 1,000 types of payments due to public sector departments/agencies viz., utility payments for electricity and water, revenue taxes, license fees, motor vehicle taxes, university fees, etc.

The project can be considered successful, considering the direct and indirect benefits and win-win situation provided to both government and citizens. The front-end first approach has been proven as a method of providing the services to citizens without waiting for the complete chain to be complete. However, this will not be real e-governance if the internal systems are structured to make the system smooth. Seen in this light, FRIENDS is not a complete success as e-governance project since it is not yet addressing the governance issues.

2.3 Some E-governance Initiatives

State/Union Territory	Initiatives covering departmental automation, user charge collection, delivery of policy/programme information and delivery of entitlements
Andhra Pradesh	e-Seva, CARD, VOICE, MPHS, FAST, e-Cops, AP online—One-stop-shop on the Internet, Saukaryam, Online Transaction processing
Bihar	Sales Tax Administration Management Information
Chhattisgarh	Chhattisgarh Infotech Promotion Society, Treasury office, e-linking project
Delhi	Automatic Vehicle Tracking System, Computerisation of website of RCS office, Electronic Clearance System, Management Information System for Education etc
Goa	Dharani Project
Gujarat	Mahiti Shakti, request for Government documents online, Form book online, G R book online, census online, tender notice.

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Haryana	Nai Disha
Himachal Pradesh	Lok Mitra
Karnataka	Bhoomi, Khajane, Kaveri
Kerala	e-Srinkhala, RDNet, Fast, Reliable, Instant, Efficient Network for the Disbursement of Services (FRIENDS)
Madhya Pradesh	Gyandoot, Gram Sampark, Smart Card in Transport Department, Computerization MP State Agricultural Marketing Board (Mandi Board) etc
Maharashtra	SETU, Online Complaint Management System—Mumbai
Rajasthan	Jan Mitra, RajSWIFT, Lokmitra, RajNIDHI
Tamil Nadu	Rasi Maiyams—Kanchipuram; Application forms related to public utility, tender notices and display

North-Eastern States

Arunachal Pradesh, Manipur, Meghalaya, Mizoram & Nagaland Community Information Center. Forms available on the Meghalaya website under schemes related to social welfare, food civil supplies and consumer affairs, housing transport

The aim of all these projects is to lay the foundation for e-governance, create visible impact of the intention of the Government in this direction, and facilitate the interaction of the citizens with the Government to make it more transparent, pleasant and satisfying.

A few studies have been conducted with respect to Indian Perspective. Koneru, Indira (2007) in her study is of the view that E-Governance as a technology-enabled Public Information Services system aids not only in reengineering the structures but also in reorganising the procedures and processes for speedy delivery of services. The demand for e-Governance is growing in consequence of government's ineptness to meet the citizens' needs and rendering services in a timely, cost-effective and corruption-free manner. Moreover, Political, Economic, Social and Technological (PEST) changes and developments ushered e-Governance as a salvation to the shrinking role of Governments in delivering goods and services rapidly. Connectivity, community participation, and content are the prerequisites for designing effectual G2C or C2G systems, in addition to capital, committed leadership and components evaluation.

Among the different stages of e-Governance, 'Networked/Seamless Governance' fosters e-inclusion, i.e., citizen participation through ICT-enabled open dialogs. Indian e-Governance systems can be transformed into e-inclusive systems, if due attention is paid to: (1) network connectivity (information infrastructure) and e-readiness; (2) user-friendly interface with apposite navigation tools and content in native language; (3) management optimization; (4) introduction of CIOs to analyze, design, develop, implement and evaluate the e-Governance systems; (5) promotion of e-Governance with effectual monitoring and evaluation procedures, along with sensitizing the public about the merits of such initiatives. This article primarily delves into the prerequisites for designing and developing effective e-Governance systems; and the stages to pass through to evolve into e-inclusion systems. It also depicts the indicators that gauge the existing e-Governance systems aimed at effective and efficient delivery of public information services.

Shirin Modan (2001) studied the Developmental Impact of E-Governance Initiatives with the aim to improve understanding of the developmental impact of ICT use in the public sector in India. The author has included Bangalore, Kerala and Andhra Pradesh in this study. The author has

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selected a longitudinal research design in order to trace the dynamics and long term implications of e-governance project in India. Mainly, three e-governance applications, Bangalore –CCS (Customer Complaint System), Kerala- FRIENDS and Kuppam, AP –CIC (Community Information Centre) projects were studied for their developmental impact of e-governance using the above framework.

The paper argues that the real impact of e-governance applications on poverty reduction and social equity is a much more complex task than merely measuring access rates. The author derived a framework to address key elements of e-governance as governance, partnerships and the e-governance continuum and at implementation level ‘capability set’ of individuals and organizational end-users of e-governance projects are influenced by these elements of policy discourse and by skills and education, facilities and resources, and social capital (beliefs, values, trust).

From the above review of literature, it can be concluded that though some pioneer work has been done by various researchers on components of good governance in developing countries and even on India as well, yet there is a need to have a comprehensive, integrated strategic framework for good governance with Indian perspective.

The basic Objectives of the present Study are:

- To evolve a Shared Vision of Stakeholders (Citizens, Government (Politicians and Bureaucrats) and Academia, Businessmen and Professionals) for leveraging the Information & Communication Technologies for realizing Good Governance.
- To identify the Factors responsible for creating a conducive policy environment for effective and successful adoption of e-Governance in a Multidimensional space.

3. Research Methodology

After a thorough literature review on e- Governance, a questionnaire was designed to study a shared vision of stakeholders, e.g., Citizens, Government (Politicians and Bureaucrats) and Academia, Businessmen and Professionals of factors that lead to Good Governance. The questionnaire is based on five-point Likert's scale. The respondents were asked to rate the options according to their choices. Random stratified sampling technique has been used for collecting the data. The sample includes the urban, semi-urban and rural areas. Data has been collected from the Politicians and Bureaucrats, Academia, Businessmen and Professionals.. The three sets of questionnaires were administered to 2900 persons. In response to these questionnaires 849 responses have been received details of which have been discussed in the paper.

Table 1: Details of Questionnaires Administered and Responses received

Stakeholders	Questionnaires Administered	Responses Received	% Responses Received
Citizens	2250	729	32.4%
Bureaucrats & Politicians	200	34	17%

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IT/Academics	450	86	19.1%
Total	2900	849	29.27%

4. Data Analysis:

The reliability index of the questionnaire is given below:

Table II: Reliability Statistics

Variable	Cronbach's Alpha	No. of Items
Factors for providing Good Governance & a good quality administration	.909	14
Frequency of Use of the Services	.973	78
Service Outlet types the Citizen Wants	.954	17
Timeframe in which the Citizen wants e-Governance services, How much extra is the Citizen is willing to pay for Nearness of service to Home, Creating awareness & training of citizens – ICT Education.	.917	52
Total	.972	192

Demographic profile of Respondents depicts that 287/ 849 non-urban, about 1/3 of the respondents are females, 388/849 are married, $\frac{3}{4}$ females are unmarried, mostly students. 259/ 296. Females participating in the survey are generally higher educated than 369/ 553 males. Non BPL in non urban is almost equal to Non BPL in urban. BPL in non urban is almost equal to BPL in urban. Mean age c -30, B -40, Acad / IT – 46.600 / 849 are below 35 years. About 399/ 849 i.e. 50% are married, 475/ 849 are middle class.

Table III: Demographic Profile

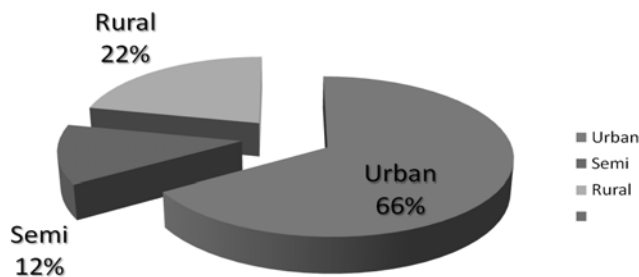
Group	Number	Percentage
Gender		
Male	553	65.14
Female	296	34.86

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Marital Stat.		
Single	450	53.00
Married	388	45.70
Widowed/ Divorced	11	1.29
Education		
Illiterate	21	02.43
Under Grad.	200	23.55
Graduation	318	37.45
Post Grad.	73	08.59
Income		
BPL	27	03.18
Non Tax Payer(not BPL Card Holder)	515	60.65
Tax payer	307	36.16
Total	849	100.00

The sample had a dominance of urban area which comprised 66 percent of the population. One reason for this could be that most of the questionnaires were duly returned by this segment of population.

Fig I Area (Urban, Rural, Semi-Urban)

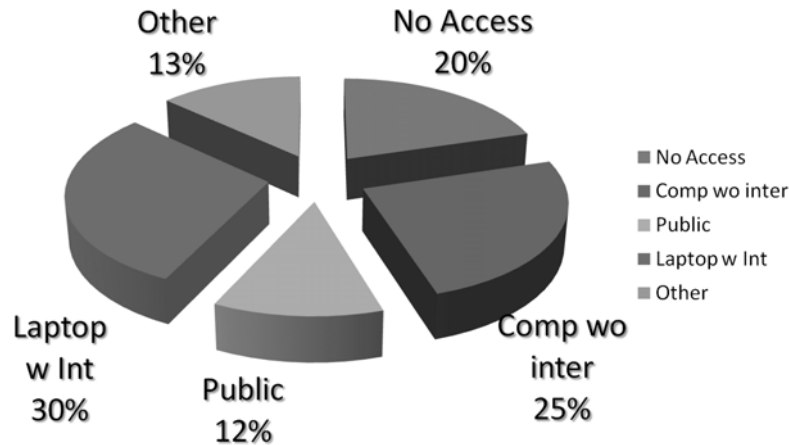


Education profile. Education profile represents the spectrum. 97.5% of the respondents have done at least graduation, 23% are Higher Secondary and below and about 3% are illiterates

Access to the TV / Phones/ Cell Phone: Proportion of Non tax payers owning TVs is more than the tax payers owning TVs but the same is true of cable and mobile. In fixed line it is other way

Access to a computer and Internet: Only twenty percent of respondents had no access to computers. A perceivable Change noticed is that more than 70% of the respondents having TV/Cable are up-to 35 years of age. 68% of the total respondents having mobile phones are up-to 35 years of age, more than 66% of the total respondents Laptops and internet connectivity are up-to 35 years of age.

Fig II Access to a computer and Internet



4.1 Factors contributing to good governance

All stakeholders have responded in the descending order on factors contributing to good governance (on weighted average basis) as per following Table IV.

All respondents agree completely that the following factors contribute to good governance. These are: i) Good education facilities by the government which are job oriented, ii) Basic Infrastructure development like roads, bridges, power, telecom, Airports, irrigation, transport etc., iii) Safety of Life & Property and peaceful Law and Order, iv) Creating new job opportunities in the private sector and the government, v) Effectiveness and efficiency of the working of government and its staff, vi) Good business environment with free-market economy, vii) reducing digital divide and other inequalities in the society by positive discrimination in favour of the poorest of the poor and vii) Providing total freedom of speech, of religion, of work and an attitude of noninterference by government.

Five factors considered least relevant for good governance are: i) Total freedom, ii) Provision of more concessions and freebies, iii) Reducing inequalities by special provision for poor, iv) Good business environment and v) Citizen centric services. An attitudinal change is visible in the mindsets of Indian citizens where freebies are losing their importance. The citizens are ready to pay a price for a good service.

Q.No.	Table IV: Factors contributing to good governance	Priority
8	Basic Infrastructure development like roads, bridges, power, telecom, Airports, irrigation, transport etc.	1

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Q.No.	Table IV: Factors contributing to good governance	Priority
9	Good education facilities by the government which are job oriented	2
2	Safety of life and property and peaceful law and order	3
7	Creating new job opportunities in the private sector and the government	4
6	Maintaining rule of law and applying the same rules/ yardstick to everyone	5
4	Transparency and accountability in the dealings with the government	6
14	Overall economic development of the state, growth rate of economy	7
13	Effectiveness and efficiency of the working of government and its staff	8
3	Corruption free dealings with the government	9
5	Citizen centric services in a responsive manner	10
11	Good business environment with free-market economy and no black marketing	11
12	In reducing inequalities in the society by making special provision for the poor & down trodden	12
10	Provide more concessions & freebies by the government, even at the cost of overall development	13
1	Providing total freedom to Citizen and noninterference by the Government	14

4.2 Factor Analysis

Section I of the questionnaire was used to find out the demographic profile of the respondents. and other variables of ICT, administration etc. Factor analysis was conducted for section II and section III is focused on the level of ICT led e- governance services citizen wants and how much extra is the Citizen willing to pay for service being available in close proximity to home. Section II of the questionnaire focused on the finding the factors for providing Good Governance & a good quality administration using the factor analysis.

Table V: Citizen's opinion about Priority of use of government Institutions and their Services

Factor No.	Factor Name	Eigen Value		Items	Item Loading
		Total	% of Variance		
1.	Basic Services and public	15.108	58.108	i.Land Records, Registration & Transfer of property, copies of other Records, Property Tax, revenue related cases	.788

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	utilities			ii. Deputy Commissioner/ SDM/ Tehsildar's Office for Licences, Permits, NOC's, & all kinds of Certificates etc iii. Civil surgeon/ Chief medical Officer's Office for Birth / Death certificate, handicap certificate iv. Municipal / Civic Services for water supply, sewerage, trade licenses, Birth & death certificates, passing of building plans v. Hospital / Dispensaries / PHC for health services like Vaccination, Maternity Care, Family Planning, Medicines, Ambulance Services, Blood Bank, etc. vi. Police Station/ for Registration of complaint/ FIR vii. Education from Govt. School/ College - admissions, quality of teaching, attendance, results, certificates, scholarships. viii. Electricity connections, quality, timings, cuts, problems	.779 .747 .702 .711 .678 .663 .628
2.	Agriculture, Cooperatives, and other Facilities including Transparency	1.379	5.303	i) Tenders pertaining to all departments/ Agencies ii) Information under the Right to Information Act, 2005 iii) Redressal of Grievance in the Government iv) Procurement of food grains, facilities in mandi, payments, Crop Insurance, contract farming v) Cooperative Societies Related works – loans, agri inputs etc. vii) Agriculture services related- seeds, insecticides, pesticides, fertilizers, irrigation, extension services, Weather Reports, Disaster Warnings	.812 .800 .764 .673 .638 .619
3	Social Security , Transport and urban Dev.	1.099	4.228	i) Social Security, pensions, Welfare of SC ii) Industrial project related clearances, approvals, subsidies, labour laws, compliances of Law & Rules (VAT, RTO) iii) Transport Services- Driving Licenses, Vehicle Registrations, renewals, transfers, bus service, mini bus license etc. iv) Urban Development- quality of service, allotment of plots, passing of plans, change in land use etc.	.772 .736 .712 .637

Since there are many factors therefore principle component factor analysis with varimax rotation and Kiser normalization was applied. The detail about the factor included the : no., factor name, their Eigen values, items under each factor and their item loading is given in the above table V.

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Three factors namely i) Basic Services and public utilities and ii) Agriculture, Cooperatives, and other Facilities including Transparency and iii) Social Security , Transport and urban Dev account for a total variance of 67.639. These factors are explained below:

Basic Services and Public Utilities: This factor has emerged as the most important factor of the research with a total variance of 15.108. The major elements this factor includes are: i) Land Records, Registration & Transfer of property, copies of other Records, Property Tax, revenue related cases (.788) ii) Deputy Commissioner/ SDM/ Tehsildar's Office for Licences, Permits, NOC's, & all kinds of Certificates etc (.779) iii) Civil surgeon/ Chief medical Officer's Office for Birth / Death certificate, handicap certificate (.747) iv) Municipal / Civic Services for water supply, sewerage, trade licenses, Birth & death certificates, passing of building plans .(.711) v) Hospital / Dispensaries / PHC for health services like Vaccination, Maternity Care, Family Planning, Medicines, Ambulance Services, Blood Bank, etc.(.702) vi) Police Station/ for Registration of complaint/ FIR (.678) vii) Education from Govt. School/ College - admissions, quality of teaching, attendance, results, certificates, scholarships (.663) and viii) Electricity connections, quality, timings, cuts, problems (.628)

Agriculture, Cooperatives, and other Facilities including Transparency: This is another factor with variance of 22.392. This factor includes: i) Tenders pertaining to all departments/ Agencies (.812) ii) Information under the Right to Information Act, 2005 (.800) iii) Redressal of Grievance in the Government (.764) iv) Procurement of food grains, facilities in mandi, payments, Crop Insurance, contract farming (.673) v) Cooperative Societies Related works – loans, agri inputs etc. (.638) vi) Agriculture services related- seeds, insecticides, pesticides, fertilizers, irrigation, extension services, Weather Reports, Disaster Warnings(.619).

Social Security , Transport and urban Development: This is the third factor which includes the following: Social Security, pensions, Welfare of SC (.772) ii) Industrial project related clearances, approvals, subsidies, labour laws, compliances of Law & Rules (VAT, RTO) (.736) iii) Transport Services- Driving Licenses, Vehicle Registrations, renewals, transfers, bus service, mini bus license etc.(.702) and iv) Urban Development- quality of service, allotment of plots, passing of plans, change in land use etc (.637)

In terms of priority of improvement of services the citizens show a preference of E- governance of Basic Services and public utilities first. In terms of Priority for improving the service through Computerization/ use of IT/ E-Governance this has a rank of 2.

Table VI: Ranking of Department/ Type of service

Department/ type of service	Yearly Frequency of use of the Services	Level of Corruption, inefficiency harassment or difficulty encountered	Priority for improving the service through Computerization/ use of IT/ E-Governance	Overall rank
Electricity connections, quality, timings, cuts, problems	1	1	5	1
Education from Govt. School/ College - admissions, quality of teaching, attendance, results, certificates, scholarships	2	12	16	2

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Utility Bill Payment – Electricity, water, sewer, phone, mobile	5	3	2	3
Municipal / Civic Services for water supply, sewerage, trade licenses, Birth & death certificates, passing of building plans	4	10	1	4
Police Station/ for Registration of complaint/ FIR	3	8	6	5

After conducting factor analysis an overall rank was also calculated on the basis of Frequency of use of the Services, Level of Corruption, inefficiency harassment or difficulty encountered and Priority for improving the service through Computerization/ use of IT/ E-Governance. The results of the same are given in Table VI.

Fig III: Level of ICT led e- governance services citizen wants

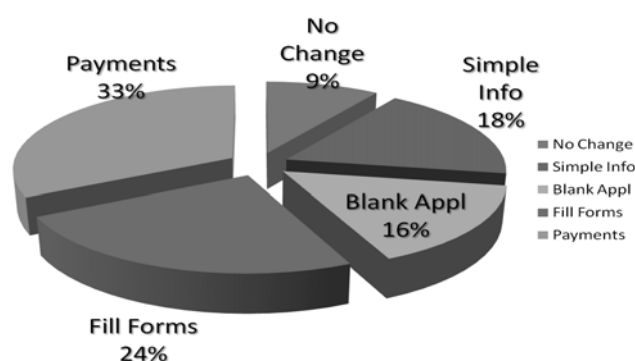
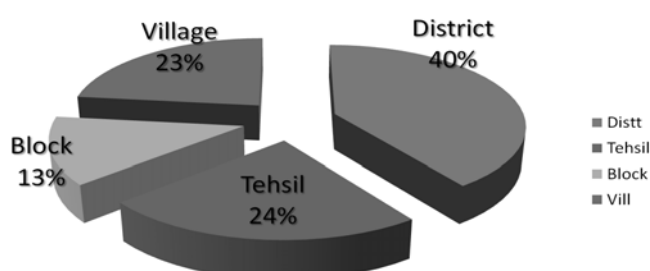


Fig. IV Extra Amount the Citizen is willing to pay for Nearness of service to Home



A Citizen in a District is willing to pay forty percent extra for the service being available near home. There is a preference for English language for the ICT led e- services. Thirty two percent of the respondents want e-Governance services in a time span of Six months.

Fig.V: Preference for English language for the ICT led e- services

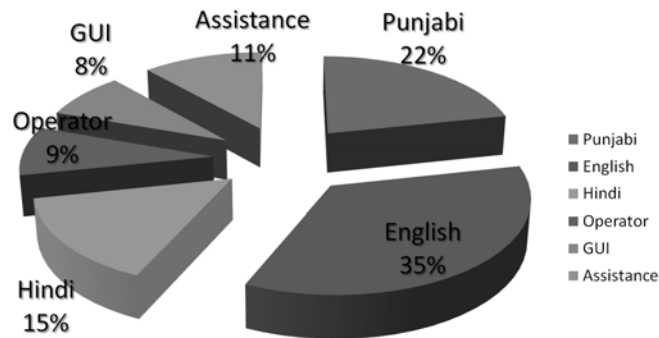
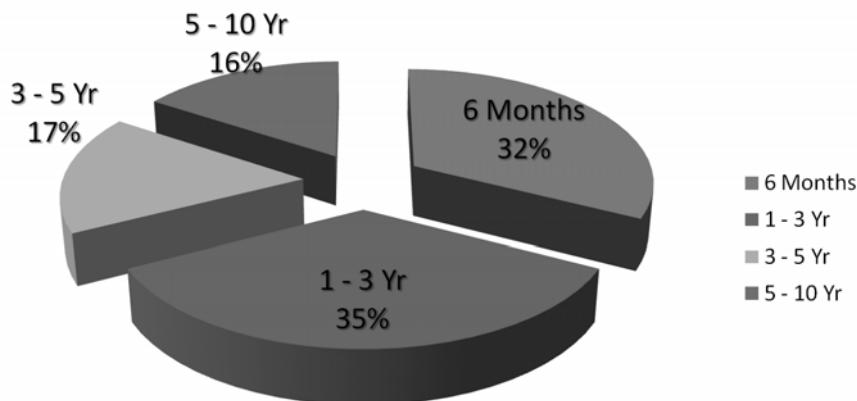


Fig VI Timeframe in which the Citizen wants e-Governance services



5. Conclusion

A holistic approach that covers the major aspects will lead to success of e governance in India. A country like India needs e-governance to provide the facilities to its citizens. There are a lot of initiatives taken by state governments through various e-governance projects. Most of the projects are fulfilling limited needs properly, but they need a holistic approach to progress and transform these to make them self-sustainable in the long-term. An attitudinal change is visible in the mindsets of Indian citizens where freebies are losing their importance. The citizens are ready to pay a price for a good service and for it being available near home. A Citizen in a District is willing to pay forty percent extra for the service, while for that in village or tehsil, this is

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24 per cent. There is a preference for English language for the ICT led e- services. Thirty two percent of the respondents want e-Governance services in a time span of Six months.

The results of the factor analysis depicts that three factors namely i) Basic Services and public utilities and ii) Agriculture, Cooperatives, and other Facilities including Transparency and iii) Social Security , Transport and urban Dev account for a total variance of 67.639. The important factors contributing to good governance i) Good education facilities by the government which are job oriented, ii) Basic Infrastructure development like roads, bridges, power, telecom, Airports, irrigation, transport etc., iii) Safety of Life & Property and peaceful Law and Order, iv) Creating new job opportunities in the private sector and the government, v) Effectiveness and efficiency of the working of government and its staff.

The changing economic and governance scenario demands a greater partnership between various major players in the society. Governance should be a collaborative approach and Focus should be on results not on process. Professionalism and new ways of thinking are a must for marching towards good governance. The future is poised on how efforts can sustain momentum and meet the load of increasing expectations and demand; how governments are able to learn from each other and leapfrog; how and if the citizens can influence the face of e-governance .

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